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# Governance Strengthening Project (GSP/Taqadum)

Quarterly Performance Report (Y4Q1)  
October 1, 2014 – December 31, 2014

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Quarterly Performance Report (Y4QI)  
October 1, 2014 – December 31, 2014

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## CONTENTS

Acronyms.....	5
OVERVIEW .....	6
BACKGROUND .....	7
Legal Analysis.....	8
Understanding the Roadblocks to Decentralization .....	8
Organizational Development .....	9
Establishing 'Common Cause' .....	9
'Brass Tacks' .....	10
More than Just a Workshop .....	11
Functions and Services.....	11
Maintaining the Momentum .....	11
Cross-Pollination .....	12
No Province Left Behind.....	13
Setting Standards .....	14
Bringing It All Together .....	14
Looking Ahead.....	16
ANNEX A: Status of GSP/Taqadum Activities.....	17
ANNEX B: Performance Indicators.....	24
ANNEX C: Staffing .....	27
ANNEX D: Completed and Ongoing Procurements .....	29
ANNEX E: Cost Sharing.....	33

## ACRONYMS

COR	Council of Representatives
COMSEC	Council of Ministers Secretary
DMAT	Decentralization Mapping and Analysis Tool
ESDO	Essential Service Delivery Oversight
HCCP	High Commission for Coordination among Provinces
GO	Governor's Office
GSP/Taqadum	Governance Strengthening Project/Taqadum
ICI	Intergovernmental Coordination Improvement
IOM	International Organization for Migration
IPD	Internally Displaced Persons
ISCI	Islamic Supreme Council of Iraq
ISIL	Islamic State of Iraq and Levant
OCHA	Office of the Coordination of Humanitarian Affairs
PC	Provincial Council
PMAC	Prime Minister's Advisory Council
PPDC	Provincial Planning and Development Council
SC	Sectoral Subcommittees
SDI	Service Delivery Improvements
SDPS	Service Delivery Performance Standards
SDSR	Service Delivery Status Report
STTA	Short Term Technical Advisors
TF	Task Force
USAID	United States Agency for International Development

## OVERVIEW

Per Section F.7A (a) of Contract AID-267-C-11-00006 this Quarterly Performance Report summarizes the activities and accomplishments of the Governance Strengthening Project (GSP/Taqadum) for the first quarter of FY2015, from October 1, 2014 to December 31, 2014.

With its new mandate to prepare two additional provinces—Diyala and Kirkuk—for the scheduled August 2015 devolution of powers from Iraq's central ministries to provincial governments, GSP/Taqadum management and leading technical team members moved early in the quarter to prepare themselves for the task ahead, identifying staff resources and adjusting their respective departmental plans as needed.

At a four-day hands-on workshop held early in the quarter in Erbil, GSP/Taqadum staff discussed challenges and opportunities for each service delivery sector's decentralization and explored proposed service delivery standards, indicators, and scorecards—concluding with recommendations for the preparation and implementation of an Intergovernmental Coordination Improvement (ICI) plan and Service Delivery Improvement (SDI) plan.

To assist in this process, four project-hired technical advisors specializing in health, education, finance, and decentralization joined the discussion. Together, workshop participants resolved to undertake the following:

- Review and discuss the results of the project's Decentralization Mapping and Analysis efforts for the health and education sectors and evaluate them based on best international practices
- Review and update service delivery standards and indicators to improve services in the health and education sectors
- Develop a draft organizational structure for provincial treasury departments, with an eye to transforming them into provincial finance and budget directorates
- Develop the format and contents of both the ICI and SDI plans.

Although progress toward each of these goals is ongoing, the project made significant strides toward realizing them in the current quarter. As this report will demonstrate, both the pace and impact-driven focus of the project in this phase reflects GSP/Taqadum's hard-earned credibility with both provincial and central government representatives as well as our clear-eyed recognition of the import of decentralization.

Of course, our counterparts in Iraqi government also recognize that the changes pending for this heretofore heavily centralized political system are not only historic; they are critical to this country's stability. Indeed, at a December 2014 meeting of the High Commission for Coordination among the Provinces (HCCP) in Basrah, provincial officials made clear that they would forego any future HCCP meetings until a court case, filed by the government of former Iraqi Prime Minister Nouri al-Maliki and aimed at halting the implementation of the decentralization law, or Law 21, was withdrawn. Reacting to this, the Council of Ministers voted on December 30<sup>th</sup> to withdraw the case, and current Prime Minister Haider al-Abadi committed to work with the provinces to negotiate any amendments to the law by January 30<sup>th</sup>. In turn, the

eight ministries set to be decentralized under the law began forming committees for that purpose. These developments were an appropriate capstone for the quarter's activities, which we present below.

First, though, a note on style: This report contains all of the contractually required data on our activities this quarter—data that is consolidated in the attached annexed tables. But in the narrative preceding these tables, we present the highlights of the last three months in a single “story”—a magazine-style look at the facts *and* why they matter. That kind of context will, we hope, more effectively capture the trends of this exciting time in Iraq's history. As always, we welcome your feedback. To share your comments or suggestions, please email our Chief of Party, Cameron Berkuti, at [cberkuti@iraqgsp.org](mailto:cberkuti@iraqgsp.org).

## BACKGROUND

As noted above, this quarter's major development was the addition of two new provinces to GSP/Taqadum's scope of work. In the narrative below, we show how our “as-is” situational analysis helped representatives of both Diyala and Kirkuk get up to speed quickly with their peers—an achievement driven as much by the provincial leaders' own enthusiasm as by the imperatives set by Law 21 and its rapidly approaching deadline. In this way, expanding GSP/Taqadum's scope has become an *Iraqi* priority, expressed almost unanimously in recent weeks by government representatives at both the provincial and national levels.

To give a sense of just how valuable the GSP/Taqadum approach has been, it's worth recapping our project's evolution over just the last 18 months.

*Expanding GSP/Taqadum's scope has become an Iraqi priority, expressed almost unanimously in recent weeks by government representatives at both the provincial and national levels.*

As noted in our previous Quarterly Report, GSP/Taqadum evolved last year to respond to the 2013 amendments to the Provincial Powers Act, known as Law 21. With its central tenet—namely, the devolution of ministerial powers to the provinces—now ratified in the newly added Article 45, Law 21 has become the driving force behind provincial governments' efforts to professionalize ahead of the upcoming decentralization deadline in August. To this end, GSP/Taqadum developed a Law 21 roadmap in quarter two of last year, which was adopted by all levels of the Iraqi government. The unprecedented consensus has anchored our activities since, and a May 2014 amendment to GSP/Taqadum's contract made official our new mandate: to help set the stage for decentralization.

As such, the first major phase of our new remit was the signing of an Implementation Letter of Agreement (ILA) and the formation of task forces (TFs) and sector sub-committees (SCs) in each of the targeted provinces. The groups were created between May and June 2014. SCs in each province were formed representing health and education. Six SCs were also established for municipalities and public works (municipalities in city centers, municipalities outside cities, water and sewer, planning, and planning and follow-up).

The TFs consist of the PC Chair or Vice Chair, governor or his deputy, and eight ministry directors in the provinces. Each sector sub-committee consists of functional managers in the directorates, representatives

from the PC, and the governor. Both TFs and SCs were provided an orientation on project objectives, approach, phases, and expectations. They were also provided trainings in change management, decentralization in the Iraqi context, and public-private partnership for service delivery.

In the second major phase of the project, subcommittees were trained on data collection using assessment questionnaires developed by the project team. The questionnaires aim to elicit views, perspectives, and experiences of the personnel in the provincial directorates regarding the current situation in the province concerning “core” issues—system, elements, and links—of administrative decentralization.

GSP/Taqadum provides an opportunity to develop a more comprehensive and unified Intergovernmental Coordination Improvement (ICI) plan, which could be replicated by other provinces by fostering cross-provincial exchange of ideas, knowledge, practices, and suggestions. Indeed, much of what we have observed in recent weeks centers around this kind of cross-pollination, including through the development of decentralization plans in the seven provinces targeted by GSP/Taqadum. These decentralization plans are, in turn, being replicated by other non-targeted provinces. Baghdad PC members have visited Basrah, Maysan, and Dhi Qar to share their experiences. Babil, Najaf, Diwaniyah, and several other provinces' government leaders have also visited their colleagues in other provinces to share their experiences. As the nuts and bolts of decentralization are put into place, the five provincial task forces are beginning to merge their transition plans and timetables for decentralization into one plan to be presented to the High Commission for Coordination among Provinces (HCCP) for approval.

## LEGAL ANALYSIS

### Understanding the Roadblocks to Decentralization

But obstacles remain. For one thing, several pieces of existing Iraqi legislation seem to contradict both the spirit and the letter of Law 21. Most of these are specific to individual ministries and their activities (standard-setting protocols associated with the Ministry of Health, for example), but it is the legal minutiae of various laws already on the books that most concern provincial leaders and other supporters of Law 21.

To help them get a handle on the potential pitfalls written into existing legislation, GSP/Taqadum has been working with legal departments in targeted provinces to collect and identify potentially problematic laws and regulations. In November, for example, GSP/Taqadum legal advisors provided legal

departments in **Najaf's** targeted ministerial directorates with a template they can use as a tool to streamline the identification of legislation potentially conflicting with Law 21.



*GSP/Taqadum staff explaining the project's template to streamline the collection of laws conflicting with decentralization.*



At a well-attended legal workshop held in **Baghdad**, GSP/Taqadum dug a level deeper, offering mechanisms for reviewing and identifying ministerial laws that potentially conflict with decentralization related to the ministries of Health, Education, and Municipalities and Public Works. The workshop was attended by several members of Council of Representatives; the Acting Minister of State for Governorates' Affairs; the Special Advisor to the President; representatives from the Office of the Prime Minister; representatives from the General Secretariat for the Council of Ministers; representatives from the Prime Minister's Advisory Commission; legal advisors from the Ministry of State for Governorates' Affairs; the State Advisory Council; chairmen of Provincial Councils; Deputy Governors; legal staff of the Ministries of Education, Health, and Municipalities and Public Works; legal and technical staff of Governors' Offices from seven provinces; legal staff of provincial executive directorates operating in three sectors; and legal specialists from GSP/Taqadum. Participants dissected dozens of laws pertaining to Iraq's central ministries, identifying potential obstacles to decentralization and, where appropriate, proposing amendments.

## ORGANIZATIONAL DEVELOPMENT

Much as the legal framework for decentralization sets the tone for our Iraqi counterparts' ongoing efforts, how this devolution of powers will play out will come down to the systems—including financial and human resources systems—of the organizations that will see it through. That's why GSP/Taqadum's Organizational Development component is such a vital part of our work.

### Establishing 'Common Cause'

Replication is a hallmark of GSP/Taqadum's activities, serving to unify efforts across the provinces and strengthen provincial leaders' sense of purpose and common cause. What's more, staff members of the ministerial directorates in each province are increasingly participating in this process. In all cases, GSP/Taqadum has succeeded in bringing all parties to the table by keeping the focus on service delivery improvements—a strategy that will ultimately help mitigate any potential inconveniences to citizens during the handover of functions and authorities.

Another example of this approach are the GSP/Taqadum-established Essential Service Delivery Oversight (ESDO) committees, which build on GSP/Taqadum's previously established collaborative approach to improving service delivery by involving provincial monitoring, oversight, and implementing officials. In November, for example, upon the **Diyala** governor's official request, the directorates of Health, Education, Sewage, Municipalities, and Water named representatives to their respective ESDO committees. **Kirkuk** has already done the same, which means that these newly added provinces, as detailed in Table 3 of Annex A to this report, join the five other provinces within GSP/Taqadum's scope of work in having adopted ESDO plans for these major sectors.

To help mitigate any potential service slow-downs during the decentralization process, GSP/Taqadum is assisting directorate and provincial government staff in the hard work of defining responsibilities and mapping how the new lines of authority will work. Who will report to whom? How will disputes be resolved? And, crucially, who will manage the finances? On the last question, GSP/Taqadum this quarter engaged with officials of provincial Treasury departments to discuss a proposed organizational chart and new roles and responsibilities for the departments after the transfer of authorities.

The effort is already paying off. In October, the head and deputy of the **Diwaniyah** Treasury Department reviewed a proposed organizational chart with GSP/Taqadum's financial advisors. Participants discussed tasks of each section of the department and provided input and suggestions for improvement. GSP/Taqadum recommended that new sections for financial planning and information-gathering should be established to assist in the provincial planning process. And the head of the Treasury Department agreed to GSP/Taqadum's suggestion to hold a regional meeting for provincial treasurers.

Similar discussions were held this quarter in **Babil**, where GO financial officials outlined procedures currently used by their office to prepare provincial investment and operational budgets. This feedback has enabled GSP/Taqadum to propose a draft mechanism for the provincial budgeting process for decentralization, another successful effort in scalability that we will cover in our next Quarterly Report.

Where appropriate, USAID has also participated in this process directly. In **Najaf**, the USAID Field Monitor there joined a GSP/Taqadum short-term budgeting advisor and key Treasury officials to review and finalize a draft organizational chart for the department which meets the requirements of Law 21's Article 45.

### 'Brass Tacks'

Getting down to the "brass tacks" of decentralization is an imperative for all GSP/Taqadum's counterparts, both at the central and provincial government levels. It's little wonder, then, why organizational development took a front seat in many of our activities this quarter. In **Najaf**, for example, 39 GO officials and representatives of the Municipalities directorates participated in a workshop organized by GSP/Taqadum to review and discuss an organizational structure proposed by the Najaf GO which will be used after the implementation of decentralization.

The proposed organizational structure will define the relationship between GO Human Resource departments and their counterparts in local directorates. Participants discussed the legal aspects of the proposed structure, but arguably the most important outcome of the workshop was, again, the shared sense of common cause between representatives of Iraq's ministries and its provincial governments.

Over and over, this theme emerges in GSP/Taqadum's work, and it is all the more remarkable given the gravity of what's ahead this August. Part of its value to Iraq is that GSP/Taqadum serves as a platform for productive discussion of the issues at the heart of



*Participants in a Babil HR workshop divided into working groups to discuss the objectives of the workshop.*

the decentralization process—and, as important, a launching board for acting on those discussions.

### More than Just a Workshop

Take Babil, for example. Since the fall of the Ba'ath regime, the province has been rightly considered a bellwether of what's possible once the central government loosens its grip on centralized powers. The PC has been tremendously active, the governor equally engaged, and citizens increasingly convinced that they have effective advocates in their local officials. In other words, as Babil goes, so goes much of Iraq's hope for a successful decentralization process. That is the reason that Iraq's Prime Minister, at a December 2014 HCCP meeting in Basrah, requested the Babil PC Chair to have a meeting with him on Jan 19<sup>th</sup> to discuss the changes to Law 21. Babil PC formed a committee to prepare for this meeting and requested GSP/Taqadum's assistance in formulating the proposed changes.

Similarly, a December 4th gathering of 32 human resources staff of Babil's GO and targeted ministerial directorates was more than just a workshop. From it emerged what might well be a template for managing similar HR functions—a very real challenge, especially as thousands of ministerial staff soon begin reporting to their governor's offices. (We are excited to report that, at the tail end of this reporting period, GSP/Taqadum consolidated the outcomes of Babil's efforts, but the final recommendations were presented in the subsequent quarter. We will be sure to include a summary in our next Quarterly Report).

## FUNCTIONS AND SERVICES

Ultimately, everything we do at GSP/Taqadum is driven by a fundamental commitment to streamlining the functions of government and, crucially, improving services for Iraq's citizens.

### Maintaining the Momentum

As directorate and provincial government staff begin to act on the urgency of the August deadline for decentralization, they have delved deeper into how other functions will work under the new decentralized system. And GSP/Taqadum has been there throughout, "leading from behind" and offering guidance on both the agenda at hand and how to tackle it. In November, for example, we organized two follow-up workshops to complete an earlier functional analysis of the **Babil** Urban Planning and Planning and Follow-Up directorates. Then it was **Najaf's** turn. The Assistant Governor for Services there called on GSP/Taqadum, also in November, to help explore the functional relationships between GO departments and the proposed organizational chart developed by the Najaf GO.

As a result of the two follow-up workshops, subcommittee members, with the help of GSP/Taqadum, finalized all the remaining functions selected by these two directorates.



*Subcommittee members of Babil Urban Planning Directorate finalizing the analysis of remaining functions.*

Also in November, GSP/Taqadum hosted two workshops that brought together representatives from the Babil directorates of water and sewage as well as key GO officials, including the first deputy governor and the governor's technical assistant.

The two workshops developed a framework for the province's sewage, storm-water, and water services improvement plans. Participants used GSP/Taqadum's gap analysis approach to define obstacles and to propose solutions to improve provincial sewage, storm-water, and water services as part of a comprehensive provincial service delivery improvement plan. During the two workshops, participants applied 14 criteria to analyze service gaps against international and national standards and identified priority areas for improvement. By the end of the workshop, participants had developed short- and long-term solutions to address the main problems facing the provincial sewage, storm-water, and water services, teeing up their work post-August.

*Capturing today's lessons is all the more important to Iraq's future leaders, who will face a steep learning curve once they emerge from under the yoke of the 'Islamic State.'*

In the same spirit, Dr. Najim Al-Din Kareem, Governor of **Kirkuk**, issued two official letters in November approving the formation of the provincial Task Force and Subcommittees in targeted directorates as well as the expansion of the ESDO unit to include representatives from the Education and Health directorates in addition to Municipalities.



Participants representing Babil Water and Sewage directorates at two workshops hosted by GSP/Taqadum.

### Cross-Pollination

All of these interventions, taken piecemeal, are impressive. But GSP/Taqadum strives for more. We aim to scale the lessons learned in one province—or several—to Iraq's remaining provinces. The reasons, again, are simple. First, we want to deepen the ties between provinces, encouraging officials in each to learn from one another and identify common challenges. Finding those challenges together means provinces will have a common understanding of what it will take to confront them, a key element to effective coalition-building and lobbying at the national level. As important, though, much of what the provinces are learning during this

crucial time remains inaccessible to roughly a third of Iraq's would-be provincial leaders, who continue to struggle against the occupation of their territories by so-called “Islamic State” militants. That makes capturing today's lessons all the more important to Iraq's future leaders, who will face a steep learning curve once they emerge from under the yoke of extremism.

We are happy to report that this kind of cross-pollination is already happening. Najaf's proposed organizational chart, for example, has already been adopted by Diwaniyah, whose second deputy governor adapted it slightly to adjust for his province's staffing needs.

Elsewhere, provinces are beginning to aggregate these new policies and procedures into holistic decentralization plans built on the GSP/Taqadum **Decentralization Mapping and Analysis Tool**, or DMAT.

For example, **Diyala**, a province added to GSP/Taqadum's scope of work in October 2014, has formed the decentralization Task Force that will lead it through the finalization of a decentralization plan—a plan that will ultimately be presented to the High Commission for Coordination among Provinces, or HCCP, prior to August. Responding to this hopeful development, GSP/Taqadum conducted its first orientation meeting with the Diyala Task Force in October.

Thirty-seven officials, including the Diyala Governor, PC Chair, and heads of directorates were in attendance. GSP/Taqadum staff outlined the project's approach and planned activities, Article 45 of the Provincial Power Act, and roles and responsibilities of the provincial Task Force. Participants discussed the main obstacles that the provincial Task Force might face and recommended ways to deal with them. Mr. Amer Salman, Diyala's governor, stated that GSP/Taqadum's decentralization initiative is “like a doctor's prescription that prescribes medical treatment to a patient.”

### No Province Left Behind

In addition to Diyala, Kirkuk was added to the GSP/Taqadum scope of work during the reporting period. Although we approached these newly added provinces with the lessons and insights of our ongoing work with other provincial governments, we also recognized that each province has different needs—and different starting points. That's why GSP/Taqadum developed an “as-is” situational analysis to help provincial leaders come to terms with where they are along the organizational development continuum—from financial management to service delivery to legal capacity. In all cases, the goal is the same: to address core decentralization issues such as links and relationships between ministries and directorates, ministries and GOs, and directorates and GOs.

Utilizing a Data Collection Form devised specifically for this purpose, GSP/Taqadum engaged members of the **Diyala** Subcommittee for Sewage, Urban Planning, Planning and Follow-up, Water, and Municipalities to determine their province's “as-is” situation. Similarly, subcommittee members from the **Kirkuk** Health and Planning and Follow-Up directorates as well as the **Diyala** GO completed their own “as-is” assessments, in the process gaining a comprehensive understanding of how their directorates work, especially with respect to structure, processes, functions, responsibilities, and resources.



## Setting Standards

As provinces get a better handle on where they are in the decentralization process, they need common standards to work toward. GSP/Taqadum has assisted provincial governments in forming **Essential Service Delivery Oversight (ESDO)** working groups to measure and increase the level of essential services in underserved neighborhoods and to put together a service improvement plan for the **Municipal, Health, and Education sectors**.

After all, decentralization is not an end in itself. The goal is to improve services for all Iraq's citizens. Making good on this principle, ESDO working groups have been provided technical assistance to update existing Service Delivery Performance Standards (SDPSs) or adopt new ones. These groups also help to determine gaps between service delivery standards and indicators and provide recommendations to improve essential service delivery. ESDO is a collaborative effort among the PC, which monitors services; the GO, which oversees them; and the directorates, which deliver them.

**Baghdad, Wasit, Babil, Diwaniyah, and Najaf** have all approved an ESDO action plan, which includes timelines for submitting a status report of the services, a service improvement plan, and a

timeline for presenting the service improvement plan to the Task Force of each of the target provinces to gain their approval. And as for the service departments of the ministries managing the three key sectors of health, education, and municipal services, they, too, have all adopted performance standards for their work.

*Decentralization is not an end in itself. The goal is to improve services for all Iraq's citizens.*

## Bringing It All Together

With standards set and the current state of services mapped, the key now is to bridge the gap between where provinces are and where they need to be to retain their citizens' confidence and, where necessary, boost it.

Enter the GSP/Taqadum **Decentralization Mapping and Analysis Tool**, or DMAT. The goal is to have a DMAT applied to every sector under GSP/Taqadum's purview—health, education, and municipal services—in every province where we work. And we are almost there (please see Annex A, "Status of GSP/Taqadum Activities" for a breakdown of DMAT achievements by sector and province). That's thanks, in no small part, to a whirlwind of DMAT activities during the reporting period, a selection of which is summarized here:

- The second follow-up workshop to complete the analysis of ministerial functions by **Baghdad** targeted subcommittees was held with the presence of representatives of the Ministry of Health and Municipalities. Participants were divided into working groups according to sectors to identify functions using the DMAT form. As a result of the two follow-up workshops, a total of 77 functions were selected to be transferred to the provincial level. Later, GSP/Taqadum worked with subcommittees in their workplace to finalize the remaining items on the list of functions.
- Thirty-nine officials and staff representing Baghdad GO, PC, and targeted directorate subcommittees participated in a one-day workshop in Baghdad to identify the ministerial functions to be devolved to

the provincial level and determine appropriate mechanisms for accountability and oversight of these functions. The discussion was anchored by the DMAT form. In Baghdad, GSP/Taqadum met separately with Mr. Kareem Khalaf, Baghdad Deputy Governor for Administrative Affairs, and Dr. Falah Al-Qaisi, Deputy PC Chair, to keep them abreast of the latest decentralization developments and next steps. As a result of the meeting, Mr. Khalaf issued an official letter requesting targeted subcommittees to attend a two-day follow-up workshop to complete identification and analysis of ministerial functions using GSP/Taqadum's DMAT approach.

- GSP/Taqadum held a meeting attended by 36 members of the **Baghdad** Task Force and targeted subcommittees. The purpose of the meeting was to present results of the DMAT function mapping and analysis as well as the outcome of extensive efforts made by subcommittees of the five targeted provinces of Baghdad, Babil, Diwaniyah, Najaf, and Wasit.



*Members of Baghdad subcommittees at the working group sessions analyzing each ministerial function.*

- In **Diyala**, members of the Education directorate subcommittee were introduced to the DMAT approach and reviewed a list of ministerial functions to be transferred to the provincial level. Participants then engaged in an exercise demonstrating how to use DMAT.

## Looking Ahead

Deadlines have a way of galvanizing action, even on otherwise contentious issues. Just two years ago, prior to the amendment of Law 21, decentralization seemed more theory than possibility, a quaint notion that would have to wait—for greater stability, for a better economic outlook, for any number of reasons that today seem inconsequential. The reality is that, come August, Iraqi law mandates the devolution of at least some powers from the central government to the provinces.

And this remains our focus on GSP/Taqadum. As August approaches, we have found our Iraqi counterparts—with whom we have developed a deep trust and working relationship over the course of years—to be ever-more receptive to our assistance. In fact, they are seeking it out like never before. This owes not just to the technical expertise of our talented Iraqi staff and a handful of expatriate advisors, but also to our project's ability to bring together all the players—from governors to Provincial Council chairpersons to ministers and the Prime Minister himself.

All look to this USAID program for its utility, certainly, but also for its unique institutional memory. In its various iterations, USAID's governance work has been a part of Iraq's decentralization journey since the beginning. The lessons learned over more than a decade of work are as important as the expertise that resides among our staff, most of whom remember all too well the perils of a highly centralized government. As they look to a better future for themselves and their country, we at GSP/Taqadum are proud to empower our staff, our counterparts in provincial government, and ultimately the Iraqi people as they move toward a more efficient, more effective system of government.

That is more than just sloganeering. In the months ahead, we will no doubt be called upon to help translate all the planning we have facilitated into action. Provincial governments and the directorates they will soon monitor and oversee need to do more than plot their plans on paper; they need to deliver. The well-being and confidence of their citizens is at stake and, so too, is the stability of this battered country.

Implementation, though, will require a new set of objectives and ways to measure them. And it will require resources. As we noted in our previous Quarterly Report, provincial governments themselves have stepped up to pledge support—including financial—for GSP/Taqadum in the years ahead. We look forward to exploring this opportunity with USAID as we continue to deliver on the goals set out in our current scope of work.



**ANNEX A: STATUS OF GSP/TAQADUM ACTIVITIES****Table 1: Formation, Capacity Building and Data Collection Progress**

The following table indicates GSP/Taqadum activities that are either completed or in progress in all seven provinces assigned to the program.

**C** Completed **IP** In Progress

TF Orientation	TF Capacity Building	Directorate	Sub-Comm. Formation	Sub-Comm. Orientation	Capacity Building	Data Collection
C	C	<b>Municipalities</b>	C	C	C	C
		<b>Health</b>	C	C	C	C
		<b>Education</b>	C	C	C	C

**Table 2: Analysis Progress**

- ✓ Activity is completed
- Activity is in process
- ✓ Newly completed activity

<b>Municipalities</b>	<b>Baghdad</b>	<b>Wasit</b>	<b>Babil</b>	<b>Najaf</b>	<b>Diwaniyah</b>	<b>Diyala</b>	<b>Kirkuk</b>
Review the completed assessment forms by the sub-committees for completeness and tabulate the forms	✓	✓	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine the "As-Is" situation	✓	✓	✓	✓	✓	✓	✓
Present the "As-Is" situation to sub-committees	✓	✓	✓	✓	✓	✓	✓
Identify initial functions list by GSP Team	✓	✓	✓	✓	✓	✓	✓

Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and performing analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	✓	✓	✓	✓	✓	✓	✓
Present final draft DMAT to subcommittees	✓					✓	✓
Present DMAT to TF	✓	✓	✓	✓	✓	✓	✓
Hold sessions with each provincial SC to draft short and long-term Intergovernmental Cooperation Improvement (ICI) plans for administrative decentralization							
Develop and finalize (ICI) report for task force presentation meeting							
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure							

<b>Health</b>	<b>Baghdad</b>	<b>Wasit</b>	<b>Babil</b>	<b>Najaf</b>	<b>Diwaniyah</b>	<b>Diyala</b>	<b>Kirkuk</b>
Review the completed assessment forms by the sub-committees for completeness and tabulate	✓	✓	✓	✓	✓	✓	✓
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓	✓	✓
Present "As-Is" situation to sub-committees	✓	✓	✓	✓	✓		
Identify initial functions list by GSP Team	✓	✓	✓	✓	✓		
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓		
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓		
Complete DMAT by GSP staff	✓	✓	✓	✓	✓		
Present final draft DMAT to sub-committees	✓						
Present DMAT to TF	✓	✓	✓	✓	✓		
Hold sessions with each provincial SC to draft short and long-term Intergovernmental Cooperation Improvement (ICI) plans							
Develop and finalize ICI report for task force							

presentation meeting							
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure							

Education	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
Review the completed assessment forms by the sub-committees for completeness and tabulate them	✓	✓	✓	✓	✓		
Review and analyze the completed assessment form by staff to determine "As-Is" situation	✓	✓	✓	✓	✓		
Present "As-Is" situation to subcommittees	✓	✓	✓	✓	✓	✓	✓
Identify initial functions list by GSP team	✓	✓	✓	✓	✓	✓	✓
Develop Decentralization Mapping and Analysis Tool (DMAT) for assigning functions to an appropriate level of government and analysis to determine the feasibility of transfer- by GSP Team	✓	✓	✓	✓	✓	✓	✓
Review and discuss initial functions list, identify additional functions, and apply DMAT by the sub-committee	✓	✓	✓	✓	✓	✓	✓
Complete DMAT by GSP staff	✓	✓	✓	✓	✓	✓	✓
Present final draft DMAT to subcommittees	✓	✓	✓			✓	✓
Present DMAT to TF	✓	✓	✓	✓	✓	✓	✓
Hold sessions with each provincial SC to draft short							

and long-term Intergovernmental Cooperation Improvement (ICI) plans							
Develop and finalize ICI report for task force presentation meeting							
TF holds a meeting for SCs to present ICI Plan for approval, including plans for transfer of fiscal authority and changes in the administrative structure							

Table 3: ESDO Status

- ✓ Activity is completed
- Activity is in process
- ✓ Newly completed activity

<b>Municipality</b> (Note: Baghdad has no Municipality)							
	Baghdad	Wasit	Babil	Najaf	Diwaniya	Diyala	Kirkuk
ESDO action plan adopted	NA	✓	✓	✓	✓	✓	
SDPS adopted	NA	✓	✓	✓	✓	✓	
SDSP indicators submitted	NA	✓	✓	✓	✓		✓
ESDO start analysis services gaps	NA	✓	✓	✓	✓	•	
ESDO issued services delivery status report	NA	✓	✓	✓	✓		
Municipality Directorate issued Service Delivery Improvement Plan		•		•	•		

<b>Municipalities</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓		✓
SDPS adopted	✓	✓	✓	✓	✓		✓
SDSP indicators submitted	✓	✓	✓	✓	✓		✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓		•
ESDO issued services delivery status report	✓	✓	✓	✓	✓		
Municipalities Directorate issued Service Delivery Improvement Plan							
<b>Water</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓		•
ESDO issued services delivery status report	✓	✓	✓	✓	✓		
Water Directorate issued Service Delivery Improvement Plan		•	•	•			
<b>Sewer</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	✓
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	✓
ESDO start analysis services gaps	✓	✓	✓	✓	✓	✓	✓
ESDO issued services delivery status report	✓	✓	✓	✓	✓		

Sewage Directorate issued Service Delivery Improvement Plan			•				
<b>Health</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniya	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	
SDSP indicators submitted	✓	✓	✓	✓	✓	✓	
ESDO start analysis services gaps	✓	✓	•	✓	✓		
ESDO issued services delivery status report	✓	✓	•	✓	✓	•	
Health Directorate issued Service Delivery Improvement Plan							
<b>Education</b>							
	Baghdad	Wasit	Babil	Najaf	Diwaniyah	Diyala	Kirkuk
ESDO action plan adopted	✓	✓	✓	✓	✓	✓	✓
SDPS adopted	✓	✓	✓	✓	✓	✓	
SDSP indicators submitted	✓	✓		✓	✓	✓	
ESDO start analysis services gaps	✓	✓	✓	✓	✓	•	
ESDO issued services delivery status report	✓	✓	✓	✓	✓		
Education Directorate issued Service Delivery Improvement Plan							